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Assessment of your Innovation Process

Source: COER (NZ), adapted from a self-assessment provided by the Department of Trade and Industry (UK)

This self-assessment has been adapted from the Department of Trade and Industry's (UK) innovation self-assessment – www.innovation.gov.uk.

How the self-assessment can help BPIR members...

This self-assessment tool aims to assess how well your organisation manages the process of innovation. The self-assessment is particularly valuable if completed by different individuals within your organisation and the findings are shared and acted upon.

The self-assessment survey

The self-assessment survey below will provide an indication of how innovative your organisation is. The self-assessment comprises of 30 statements to which you are asked to agree, agree strongly or disagree, disagree strongly. Ensure you assess your organisation honestly to get the most benefit.

Read carefully each of the sets of statements given, then select and mark the one that most closely reflects your own view of your firm's current normal practice.

Statements	For each statement insert your score based on the following Strongly disagree = 1 (one) Disagree = 2 (two) Agree = 4 (four) Strongly agree = 5 (five)
1. People are consistently trained and developed for bigger roles in the organisation.	
2. One of our strengths is that finance is always available to exploit our good ideas	
3. We involve our customers very closely with our business so that we all fully understand their needs	
4. Managers lead by example and will do what they say they will do	
5. Our teams are usually made up of a broad mix of people from both within and outside the organisation	
6. As long as they are contributing to the clearly defined objectives of the organisation, people are allowed to work in the way they see most appropriate.	
7. We have been able to transform a market we operate in and maintain it through innovation.	
8. Everyone is encouraged to go out and find external sources of inspiration and information to keep in touch with what is happening nationally and internationally.	
9. Our intellectual property is at the core of our competitive advantage and we protect it accordingly in the most appropriate way.	
10. We seek to influence relevant new legislation and regulatory standards and benefit accordingly	
11. Everyone here is really excited and driven by the vision of the organisation.	
12. Top managers are "hands ready" knowing exactly when and when not to get involved	
13. We rigorously and regularly monitor and widely review our relationships with customers and suppliers	
14. There is a tremendous buzz working here and people have fun achieving a lot.	
15. Our strengths in design are at the heart of our innovation strategy.	
16. We all help each other here and always get and offer whatever support is needed.	
17. Opportunities we identify are driven by our deep understanding of our customers and markets.	
18. People are passionate about what they do and really want to create something special.	
19. Teams here have a lot of discretionary power with strong support	

Five Vital Lessons

from the top.	
20. With many of our customers there are a number of different customer contact points spanning the whole of both their and our organisations.	
21. Everyone is actively encouraged to come up with good new ideas and to help see them through.	
22. Managers are generally ready to take a certain degree of calculated risk.	
23. We analyse the implications for the business of future trends and issues, using the expertise of both internal and external designers and technical specialists.	
24. What is great here is that good work is always recognised and really appreciated.	
25. When problems occur, senior managers immediately act to provide appropriate support and guidance.	
26. We are innovative throughout the organisation and this is crucial to our success.	
27. We regularly break new ground in our markets in order to maintain our competitive position	
28. People stretch themselves and when we do make mistakes we learn from them.	
29. All levels of the organisation are proactive in generating, evaluating and developing ideas for new products/services/processes.	
30. Our knowledge and utilisation of e-business has enabled us to fully exploit our potential.	
Total score	

Scoring

The scoring levels below provide a guide to what your score may mean

LEVEL 1 (90 - 104)

You are at the beginning of a journey. The world around is changing and you will need to adapt to survive and thrive. Your people can help you and can be part of the process of change, but they might not yet feel able to do that. You could make a start in a few areas; or you might decide that you need a radical overhaul. Try setting some specific targets and see if you can raise your game.

LEVEL 2 (105 - 149)

You are making progress and you identify yourself with some of the better behaviours that promote innovation. But there is still some way to go if you want to compete with the best. Try to identify specific areas of poor performance and look for advice in these areas. What can you measure that will help you to chart your progress? What simple things could you change right now to get an early win?

LEVEL 3 (150 - 194)

You are a good performer. Your responses show that you relate to a fair number of good and excellent behaviours. You might well find that there are some specific areas, where you have scored lower, which could be improved. Or it could be that more general attention to a range of characteristics will help you develop a highly innovative organisation.

LEVEL 4 (195 - 210)

Your responses show that you consistently identify yourself with a series of excellent behaviours, behaviours which create processes and a highly supportive culture for innovation. This result represents performance alongside the best in class. You could well be an exemplar who can help others, especially your suppliers and customers, to improve the way they develop their organisation and their people